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DEPARTMENT OF FAMILY SERVICES

MARC RACICOT, GOVERNOR

(406) 444-5900
FAX (406) 444-5956

STATE OF MONTANA

HANK HUDSON, DIRECTOR
JESSE MUNRO, DEPUTY DIRECTOR

PO BOX 8005
HELENA, MONTANA 59604-8005

September 7, 1993

TO: DFS Staff and Colleagues

FR: Jim Rolando
Management Analyst

RE: 1994 IV-B Plan

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Child welfare services plan (IV-B) for t
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Enclosed is the FY94 Montana State Plan for Child Welfare Services (IV-B Plan). It is the result of the cooperative efforts of many people, and I thank all of you who made contributions.

As you will recall, the last IV-B Plan covered a three year period, 1991 through 1993. The Department of Family Services is in transition. Therefore, the management decision was made to exercise the option of preparing a one year plan, that would reflect the changes that are occurring, and set the stage to support the new direction of the department, and carry it into the future.

The plan does not reflect all of the on-going services of DFS, but rather, those that are required to fulfill un-met needs, that are perceived as necessary to build the infrastructure to support the mission of the department.

It is intended to be a working document, and those of us with specific responsibilities, will provide quarterly progress updates.

If you have any questions or comments, please call me at 243-2336.

Once again, thank you very much for your assistance.

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DEPARTMENT OF FAMILY SERVICES

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STATE OF MONTANA

HANK HUDSON, DIRECTOR

PO BOX 8005
HELENA, MONTANA 59604-8005

CERTIFIED MAIL
August 28, 1993

Mr. Frank Fajardo, Regional Administrator, HHS/ACF
Federal Office Building
1961 Stout Street, Room 926
Denver, CO 80294

Dear Mr. Fajardo:

Enclosed is a copy of the FY94 Montana IV-B Child Welfare Services Plan, for the period October 1, 1993 to September, 1994.

Please contact me with any questions you might have about this FY94 IV-B Child Welfare Services Plan.

Sincerely,

Frank Kromkowski
for

Gary Walsh, Administrator
Program Management Division
Montana Department of Family Services

c: Hank Hudson, Director, Montana Department of Family Services
Frank Kromkowski, Human Services Manager, Program Management Division
James Rolando, Management Analyst, Program Management Division
Carl Slatt, Child Welfare Specialist, HHS/ACF Region VIII
Formula Grants Branch, Management Support Division, ACF/HHS, Washington DC

Enclosures

State of Montana

CHILD WELFARE SERVICES PLAN (Title IV-B)

for the period October 1, 1993 to September 30, 1994

Federal Fiscal Year 94

Montana Department of Family Services

FY94 MONTANA CHILD WELFARE SERVICES PLAN (Title IV-B)

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OFFICE OF THE GOVERNOR
STATE OF MONTANA

MARC RACICOT
GOVERNOR

STATE CAPITOL
HELENA, MONTANA 59620-0801

August 26, 1993

Mr. Frank Fajardo, Regional Administrator
Department of HHS, Region VIII
ACF/Administration for Children and Families
Federal Office Building
1961 Stout Street, Room 926
Denver, CO 80294

Dear Mr. Fajardo:

This letter is to confirm that Montana's FY94 IV-B Child Welfare Services Plan, as presented by the Montana Department of Family Services, has been reviewed and approved.

The services involved in this plan will be coordinated with the various units of state and local government.

Copies of the IV-B Child Welfare Services Plan for FY94 will be available for review and comment by affected entities and the general public upon request.

Sincerely,

Marc Racicot

Marc Racicot
Governor

TELEPHONE: (406) 444-3111 FAX: (406) 444-5529

Assurances

Effective Date and State Official's Signature:

I hereby certify that, with the exceptions indicated below, the State of Montana complies with the requirements of law and regulations listed in the assurances in Section 422 (b) of the Social Security Act. With the establishment of the Montana Department of Family Services on July 1, 1987, authority for all assurances relevant to the Montana Department of Social and Rehabilitation Services' Community Services Division were transferred to the Department of Family Services.

The state agency is including in this plan the goals and objectives that will enable it to meet those assurances that, as indicated below, are not being met:

NONE

Dated: August 26, 1993 Reviewed by: Hank Hudson

Hank Hudson, Director

Montana Department of Family Services

Dated: _____ Reviewed by: _____

ACF/HHS Representative

PART I: INTRODUCTION

Commitment to The Family and Family Preservation Policy: IV-B Plan Cornerstone

The family universally remains the cornerstone upon which societies are built and upon which they rely for strength, values, productivity and livelihood.

Unfortunately, the human services system and other societal institutions and forces in the political, economic and social sectors often behave in ways that appear to be antithetical to fostering this cornerstone. This is the case when out-of-home placement rather than family support, preservation and empowerment is the service of first resort in family and child welfare.

Montana has a long history of placing a disproportionately large number of children into foster care. Likewise, it has invested an enormous amount of money into a system of residential care facilities and has come to rely on them to "treat" children and youth with problems.

The current Montana administration, the state Legislature and the Montana Department of Family Services (DFS) are committed to reversing these patterns and to developing a system of community-based and family-based services that will treat families as entire units, within the context of their environment, for the purpose of preserving and strengthening them.

To articulate this intent to fundamentally change the service system, DFS has adopted a new mission statement:

The mission of the Department of Family Services
is to protect children and adults
by supporting family and community strengths.

DFS will support this mission through the provision of:

1) services to prevent abuse and neglect;
2) protective services for children and adults;
3) youth correction services;, and
4) therapeutic services.

Some of these services are provided directly by DFS and others in cooperation with other private and public entities.

Vision of a Family-Centered, Community-Based Children's Service System

This FY94 IV-B plan is rooted in a vision of a Montana DFS protective services strategy that addresses the need of children (and adults) to be protected by family-centered, community-centered means -- by methods and tools which respect the strengths and dignity of families and hopefully-yet-realistically support the best possibilities of a family's emerging from patterns of abuse or neglect or exploitation of a family member.

The DFS commitment to this vision means that this IV-B plan insists that an effective and acceptable approach to the problems and issues of protecting children and adults must include:

(1) a strengthening of prevention and family support resources

(2) a renewed and deepened commitment to permanency planning -- planning to assure that all DFS child clients have a life-time family connection

(3) an understanding of the need for a full and integrated continuum of services (from prevention through intensive out-of-home treatment) and

(4) adequate attention to quality assurance -- beyond mere compliance with important, essential paperwork and documentation of work done, to attention to critical success variables that define and measure our success in protecting children and adults.

Therefore, this FY94 IV-B plan flows from the recognition that protective services have too long been moving toward ever more-numerous, ever more long-term and ever more-expensive out-of-home placements -- and that this destructive trend must be reversed.

To reverse this destructive trend, this plan flows in the opposite direction:

- toward the view that strengthening the Montana Department of Family Services' resources for family preservation and for family strengthening as a means of protecting children and adults is an essentially wise and necessary move -- though not a panacea, since other public and private political, economic and social institutions forces must also do their essential part to genuinely support and strengthen families.

- toward the view that family-centered services and permanency

planning for life-time family connectedness must be made an essential component of protective services from the very first point of contact with DFS clients.

- toward the view that out-of-home care and the removal of children from their families will continue to increase unless we begin to systematically understand, address and start to prevent the reasons our society and communities are experiencing a growing crisis in abuse and neglect of children and adults.

One positive sign along this path toward reversing this trend family breakup and the increase placement of children in out-of-home care is the 1993 Montana Legislature's enactment of the Montana Family Policy Act legislation to guide government actions that impact children and families. This legislation requires that all state agencies and programs be evaluated by whether they strengthen or hurt Montana's families -- an important legislative policy decision highlighting the importance of family-strengthening and family-supporting efforts by Montana governmental programs.

A community-based and family-centered services system can exist only if a strong infrastructure is created to support it. It must be a creation of the community it serves, and cannot be imprinted from outside. Therefore, it must be inclusive, not locking out any member or group in the community.

This Montana FY94 IV-B Child Welfare Services plan reflects this changing philosophical focus, and begins to implement the services necessary to accomplish the departmental mission.

PART II: GOALS AND OBJECTIVES

Goals for FY94:
To Address Un-Met Needs

Montana DFS' basic legal mandate is, as articulated in the mission statement, to protect children and adults from abuse, neglect and exploitation, and to provide for the correctional needs of youths adjudicated delinquent and ordered to the custody of DFS. The basic goal of the department is to meet these needs and mandates on a day-in, day-out basis within the framework of law and policy and utilizing the available resources to the fullest extent possible.

The goals and objectives of this IV-B plan, on the other hand, address not the on-going fundamental mandate as such, rather, with the un-met needs. Therefore, this IV-B plan, in focusing on un-met needs (rather than on the on-going work of child and adult protection) does not under-value the importance and centrality of such protective services practice which is the vast bulk of DFS work, but is an, attempts to move Montana DFS to a higher level of effectiveness in carrying out its mandate.

This IV-B plan is not, therefore, a work plan for Montana DFS' on-going protective services and juvenile correctional services practice but is rather the outline of a blueprint for the creation of a more adequate child welfare services system in Montana. DFS has identified six goals for FY94 that address high priority un-met needs:

1. During the next year, the Department of Family Services will begin to shift the focus of service delivery increasingly toward serving family units holistically, with family preservation as the primary goal of services, protecting children and adults while preserving the family wherever possible.

2. The Department of Family Services will work cooperatively with mental health and other community agencies to reduce the use of in-patient psychiatric care and to increase and improve the system of community-based services to families.

3. Montana DFS will re-orient the locus of youth corrections from secure institutional services to a system of community-based correctional services.

4. The Department of Family Services will design and implement a

data collection system, a management information system for children and adult protective services (CAPS) that will enhance DFS' response to client needs and fulfill administrative requirements.

5. The Department of Family Services will develop a multi-faceted training plan that will enhance the skills and abilities of staff at all levels to implement the changing policies and service provisions of the department. Montana DFS will, as in years past, continue to use Title IV-E funds as a key funding source, among others, for DFS training.

6. Montana DFS will increase and improve services to Native Americans through increased cooperation and inclusion. Emphasis will be placed upon self-determination and cultural awareness, and on fostering increased access to planning for service delivery.

Objectives for FY94:
To Address Un-Met Needs

1-a. DFS will continue to develop and implement the Children' Services Reform and Refinancing Project to increase funding available to the system of community and family support services and re-orient children's services toward family preservation and family support.

1-b. An inter-agency planning group will be recruited by DFS and empowered to create Montana's Child Abuse and Neglect grant proposal to HHS/Administration for Children and Families requesting funding for the state under the Basic State CA/N Grant Program, to insure that it is community-based and family-support oriented.

1-c. Montana will continue to create and fund statewide out-of-home placement prevention efforts as resources allow.

1-d. DFS will increase community awareness of the need for family preservation services through public relations efforts, utilizing the staff and the state and local advisory councils. DFS' own staff, as well as FBS (family-based services) contracted services providers, will receive additional training on FBS and family preservation.

2-a. Montana DFS will work to reduce the need and demand for intensive services and will increase the availability of intermediate and community-based treatment services in order to decrease the number of children placed in in-patient psychiatric care facilities.

2-b. DFS will continue to create and fund statewide family-based family preservation (FBS) services, as resources allow.

2-c. DFS will coordinate with the Department of Corrections and Human Services' Mental Health Division, and community mental health agencies and the Managed Care Teams for SED (severely emotionally disturbed) youth to plan and implement an improved system of community-based mental health services for children, youth and families (called the "Managing Resources Montana" program), building on the interagency SED Memorandum of Understanding which governs collaborative efforts and actions by the 1993 Montana Legislature.

2-d. DFS will expand the quality and accessibility of child day care programs, and increase day care licensing staff, utilizing expanded federal and state resources.

3-a. Montana DFS will include provisions for the entire spectrum of youth in the corrections system from "at risk" youth to adjudicated offenders, in plans for development of the community corrections system.

3-b. The DFS Corrections Division and the Program Management Division (a consolidation of the Protective Services Division and the Community Services Division) and the DFS Management, Planning and Support Services Division will coordinate, and to the greatest degree possible, plan jointly for all children, rather than individually to address the needs of discrete groups.

4-a. DFS will implement the plan created by the agency task force on the information system (CAPS: Children and Adult Protective Services), following their time table and work plan.

4-b. DFS will train all staff on use of the CAPS information system so that maximum potential can be realized as quickly as possible after the system is in place.

5-a. The DFS training plan will increase the knowledge, skills, qualities and values of staff and related service providers who are appropriate and necessary to implement and carry on the department's policies and services. Montana DFS will, as in years past, continue to use Title IV-E funds as a key funding source, among others, for DFS training.

5-b. DFS will continue and complete the process of implementing individual training plans for all staff, addressing the unique needs of each person and their work environment.

6-a. A Native American will be a member of each DFS regional advisory council.

6-b. DFS will continue to clarify the relationship between State and Tribal governments regarding family services, with the constant intent to provide the best possible services with the least intrusion upon the sovereignty of Native American communities and nations.

6-c. Native Americans will be included in all DFS and inter-agency planning efforts for increasing the system of community-based, family-oriented services.

6-d. DFS will continue to provide funds and support for recruiting and training Native American foster homes.

Needs Analysis

Joint federal state and local analysis of unmet needs

Upon taking office in January 1993, the new Governor of Montana ordered the Department of Family Services to initiate a planning process that would focus on four major needs that had been identified by his sub-cabinet on Human Services:

a) DFS must intensify the focus of their efforts to preserve families, and treat them holistically as units.

b) Montana must reduce the use of in-patient psychiatric care for children and youth, and increase the availability of community-based services.

c) Montana must shift the focus of youth corrections away from secure detention, toward community-based corrections programs.

d) DFS must design and implement an adequate client information system.

Along with the needs identified by the Governor, DFS identified other major areas of need to be addressed in this 1994 plan:

e) There is need to expand and improve training for DFS staff.

f) DFS must continue to improve services to Native American families by including Native Americans in all aspects of planning for services and fostering increased self-determination.

In April 1993, officials and staff of Montana Department of Family Services, and federal representatives met and agreed that the planning process used by the department has the elements necessary to produce the IV-B plan and that the mandates of the new administration, consistent with federal and state legislation and policy, would be the cornerstone of the plan.

It was also agreed that this plan would be a one year (12 month) plan that would be used to set the stage for full-scale implementation of the long range goals.

The orders of the Governor's Office were timely, following shortly after the release of the 1991 report of the Administration for Children and Families on

the Montana Child Welfare Program Review. This report identified several needs and made recommendations that fall directly into line with the directive of the Governor:

a) DFS should allocate resources to provide expanded in-home services to strengthen families and prevent out-of-home placements.

b) The state should continue to develop treatment resources at the community level, e.g., mental health services should be made readily available to assist the development of family-based services, which may prevent some placements or preclude disruption of others.

c) The efforts of the department to develop the "continuum of care" for families and children should have the highest departmental priority.

d) DFS should implement a management information system as quickly as possible so that management has accurate information with which to make critical decisions in all areas.

e) DFS should develop and implement a comprehensive training and staff development program that includes individual staff development plans for all employees.

f) There are only a few Native American or culturally-relevant family treatment services; state-funding for such programs is minimal or non-existent. The state should set up a Native American family treatment service staffed by Native Americans.

Inter-agency cooperation in identification of un-met needs

Montana law, Section 53-4-118, MCA, requires that an inter-agency planning committee be appointed to provide each session of the legislature with a comprehensive plan for the delivery of services to emotionally disturbed children, youth and their families. The members of the committee are:

- The Department of Family Services
- The Department of Social and Rehabilitation Services
- The Department of Corrections and Human Services
- The Department of Health and Environmental Sciences; and

- The Office of Public instruction.

The inter-agency plan developed by the committee and presented to the 1993 session of the legislature is predicated upon four guiding principles that echo the directive given to the department, and the federal recommendations:

1) It is a goal of this plan (as in the Montana plan for the delivery of services to emotionally disturbed children, youth and their families) to (a) preserve the family unit (in its non-abusive, healthy and diverse forms) wherever possible and (b) to respect and value the integrity and resources of such family units even when they are under tremendous stress because of problems associated with severe emotional disturbance;

2) Services to severely emotionally disturbed children and youth and their families must be provided holistically, drawing upon resources from all appropriate agencies acting in consort;

3) There is a great need to reduce the number of children and youth who are removed from their families and treated in isolation in remote settings; and

4) A great deal of planning for services exists and must be pulled together to present a united effort.

In the planning process concerning the delivery of services to emotionally disturbed children, youth and their families, numerous departmental and systemic needs were identified:

1) The Mental Health Division of the Department of Corrections and Human Services estimates that there are a total of 6,000 children and youth who are mentally and behavioral disordered. 408 of those are the direct responsibility of DFS, and the department must plan for improved services to them.

2) In 1991, 266 children and youth were placed in in-state treatment facilities, and 106 were placed in facilities out-of-state.

   In 1992 again, 266 children and youth were placed in in-state facilities, but the number of out-of-state placements had risen to 129.

   By the end of the first half of 1993, 290 youth were placed in in-state treatment facilities.

Alternative community-based and home-based services must be developed to decrease the number of these placements.

3) The current capacity need for home-based services is 422, while the currently available capacity is only 200.

4) The estimated capacity need for inpatient hospital treatment is 22 beds, and the currently available capacity is 152 beds.

The estimated capacity need for inpatient residential treatment is 22 beds, and the currently available capacity is 160 beds.

The estimated capacity need for therapeutic youth group home care is 203, and the current available capacity is 88.

Clearly there is great need to redirect the resources spent on in-patient treatment toward less costly, more productive community-based and home-based service modalities. The newly-created Managed Care Teams for SED youth are beginning to address this need.

Community/local and private participation in joint planning efforts

Department of Family Services staff, the Family Services Advisory Council, Local Youth Advisory Councils and the Montana Council on Families (a private agency) have been working together for the past several months, to determine the un-met needs indigenous to local Montana communities. A categorical synopsis of the identified needs includes, but because the process is not yet complete, is not limited to:

1) Community and family-based services must target "high risk" families, since such families tend to consume a disproportionate amount of community resources. These families must be treated as whole units, capitalizing upon the strengths they possess.

2) Access to services must be simplified. A "single point of access" would be beneficial.

3) Montana must take advantage of services that have been proven to work rather than "experiment" with untried service modalities. Skill-building services should be emphasized, along with parent support groups and home visitor programs, targeting families with identified problems.

4) There is a renewed intense interest in communities for taking responsibility for developing their own services. To do this, they need training in all aspects of community organization, as well as CAN prevention practices.

5) There is an overwhelming need for training for DFS staff. However, need for additional training is experienced in all areas of the service community. Therefore, if programs are to be successful, a comprehensive training program must be developed.

Rationale for the selection of needs that are addressed in the Montana FY94 IV-B plan

It is not possible to address all of the needs of an entire state in one twelve-month plan. The selection of unmet needs that are addressed in the goals and objectives of the Montana IV-B Plan for FY94 is based on an assessment of the following factors:

- the directive of the Office of the Governor to re-direct the course of the Department of Family Services toward providing more family/community-based services and toward an emphasis on strengthening families;

- the identification of the needs most critical to accomplish this by the Local Youth Services Advisory Councils, the Family Services (State) Advisory Council, the DFS Management Team, other inter-agency state planning committees and representatives from the Native American community;

- the relationship of unmet needs to legal mandates;

- the availability of funding sources;

- the availability of staff resources required for implementation of the plan.

Tables of Action Steps and Timelines for Objectives

Objective 1-a: DFS will continue to develop and implement the Children' Services Reform and Refinancing Project to increase funding available to the system of community and family support services and re-orient children's services toward family preservation and family support.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Expand pilot projects for using IV-A funding into all regions in the state.	Refinancing and Compliance Program Officer of the Management (PM) Division, Program Support and Special Projects Unit	September, 1994
2. Increase utilization of IV-E funds for training by 50%.	Training Program Officer and Refinancing /Compliance Officer and PM Division staff of the Program Support and Special Projects Unit	July 1, 1994
3. The department will increase the numbers of clients who are paid for by SSI.	SSI Program Officer of the PM Division and Regional Office staff with Blake Associates (SSI project contractor)	December 30, 1994
4. The department will increase parental contributions toward the cost of caring for their children who are in foster care.	DFS Refinancing and Compliance Program Officer, with SRS Child Support Enforcement Division staff and DFS regional office staff	September 30, 1994

Objective 1-b: An inter-agency planning group will be recruited by DFS and empowered to create Montana's Child Abuse and Neglect grant proposal to HHS/Administration for Children and Families requesting funding for the state under the Basic State CA/N Grant Program, to insure that it is community-based and family-support oriented.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Contact other state agencies and get names of possible staff to participate on the committee.	Bureau Chief, Protection/Intervention Services Unit and CPS Program Officer, with PM Division staff	October 1, 1993
2. Contact regional administrators and get the names of local agency persons to participate on the committee.	Bureau Chief, Protection/Intervention (PI) Services Unit and Senior Management Analyst, Program Support and Special Projects Unity	October 1, 1993
3. Hold first meeting of committee, set agenda and time tables.	Meeting conducted by PM Division staff	November 1, 1993
4. Write CAN grant proposal.	Bureau Chief, PI Services Unit, and Senior Management Analyst, Program Support and Special Projects Unit, with CPS Program Officer on behalf of the committee	In accord with decisions and timelines set by the planning committee
5. Submit grant proposal.	PM Division staff and Director	In accord with federal deadline

Objective 1-c: Montana will continue to create and fund out-of-home placement prevention efforts statewide as resources allow.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Gather needs data from local and regional DFS office, regional advisory councils (and other groups such as regional SED teams and various public and private prevention-planning groups) -- documenting the kinds and amount of community-based programs needed to prevent out-of-home placements.	Refinancing and Compliance Program Officer; Bureau Chief, Program Support and Special Projects Unit; and Bureau Chief, Protection/ Intervention Services Unit	January 1, 1994
2. Assign priorities to identified needs.	PM Division staff with the Administrator of the DFS Regional Services Division.	February 1, 1994
3. Determine costs of priority services and what can be realistically funded.	PM Division staff with assistance from the Management, Planning and Support Services Division.	February 20, 1994
4. Prepare RFPs and get approval. To be distributed statewide.	Refinancing and Compliance Program Officer; Bureau Chief, Program Support and Special Projects Unit; and the Bureau chief, Protection\ Intervention Services Unit	April 1, 1994
5. Proposals are submitted to DFS.	Potential providers	June 1, 1994
6. Proposals are screened and accepted and contracts written and signed.	PM Division staff	July 1, 1994
7. New projects are implemented.	Community services providers	ASAP

Objective 1-d: DFS will increase community awareness of the need for family preservation services through public relations efforts, utilizing the staff and the state and local advisory councils. DFS' own staff, as well as contracted services providers, will receive additional training on FBS and family preservation.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Hire a Prevention Program Officer for the Family and Community Support Services Unit	Administrator, PM Division	October 31, 1993
2. Work with Montana Council on Families and state and local advisory councils to identify public relations and information needs in the area of abuse prevention and family preservation.	Prevention Program Officer, staff of the Family and Community Support Services Unit and the Program Support and Special Projects Unit, with Regional Services Division Administrator and the DFS Regional Administrators	December 31, 1993
3. In a leadership role, DFS will collaborate with other agencies and organization in the creation of the Prevention Coordination Council created by the 1993 Montana Legislature and in the initiation of its work.	DFS Director, in coordination with all DFS staff listed above	July 1, 1994

Objective 2-a: Montana DFS will work to reduce the need and demand for intensive services and will increase the availability of intermediate and community-based treatment services in order to decrease the number of children placed in in-patient psychiatric care facilities.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Assess the numbers of children in in-patient psychiatric care.	DFS Medicaid Specialist and Residential Care Specialist, in collaboration with the DFS Senior Management of the Program Support and Special Projects Unit	December 1, 1993
2. In response to HB 632, screen this list for those children who can potentially be brought home either to their own homes or a less restrictive community-based setting.	Regional mental health centers, placing professionals and parents, with participation of DFS staff on the regional and state Managed Care Team	February 1, 1994
3. Creating new community-based services to fill in more gaps in the continuum of care will allow placement of more children who otherwise would be places into psychiatric facilities.	Local staff of Managing Resources Montana ("Managed Care"), DFS field staff, with assistance from PM Division staff of the Treatment Services Unit and the state team staff of Managing Resources Montana	On-going, in accord with DFS and Managing Resources Montana work plan timelines

Objective 2-b: DFS will continue to create and fund statewide family-based family preservation (FBS) services, as resources allow.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Identify communities where new FBS projects will be implemented.	Local youth services advisory councils with PM Division staff (Treatment Program Officer and Prevention Program Officer)	November 1, 1993
2. Prepare RFPs and complete approval process for distribution.	Treatment Program Officer and Prevention Program Officer, with assistance from PM Division staff	January 1, 1994
3. Receive proposals from the field.	PM Division staff	March 1, 1994
4. Screen proposals and select providers.	PM Division staff	April 1, 1994
5. Contracts written and signed.	Treatment Program Officer of the PM division	May 1, 1994
6. New projects implemented.	Community services providers	ASAP

Objective 2-c: DFS will coordinate with the Department of Corrections and Human Services' Mental Health Division, and community mental health agencies and the Managed Care Teams for SED youth ("Managing Resources Montana" program) to plan and implement an improved system of community-based mental health services for children, youth and families, building on the interagency SED Memorandum of Understanding which governs collaborative efforts.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. DFS will continue to participate as a member of the inter-agency planning committee on emotionally disturbed youth.	Senior Management Analyst of the Program Support and Special Projects Unit and staff of the Treatment Services Unit of the PM Division, along with the Administrator of the Regional Services Division	On-going, in accord with DFS work plan timelines
2. DFS will share all information on mental health needs of clients with Managing Resources Montana ("Managed Care").	Same as above	On-going, as the information analysis process allows.
3. The DFS state and local advisory councils will cooperate and share information on the needs of individual communities with the regional Managed Care Teams.	Administrator of the Regional Services Division and Regional Administrators	On-going, in accord with DFS work plan timelines
4. The implementation of the Managed Care System will be completed.	State and Regional Managed Care Teams	December 31, 1994
5. Montana will create case manager positions within the mental health system to handle emotionally disturbed children, youth and families.	DCHS (Corrections and Human Services) and Community Mental Health Centers under contract with DCHS	August 31, 1993

6. DFS will cooperate with DCHS and DHES in restructuring mental health services in the state.	PM Division staff	On-going, in accord with DFS work plan timelines

Objective 2-d: DFS will expand the quality and accessibility of child day care programs, and increase day care licensing staff, utilizing expanded federal and state resources.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Continue and expand the day care services and training funded by the Child Care and Development Block Grant (CCDBG), implementing the updated Montana CCDBG plan for FY94.	DFS Day Care Program Officer and Day Care Specialist, the CCDBG Planning Task Force, and the Montana Child Care R&R Network Coordinator	September 30, 1994
2. Initiate Montana DFS management of the federal IV-A At-Risk Child Care Program (ARCC). Expand the program from two local pilot projects to a state-wide program.	DFS Day Care Program Officer and Day Care Specialist, the Montana Child Care R&R Network Coordinator and day care staff of Montana DSRS (state IV-A agency)	October 1, 1993
3. Hire five new DFS licensing workers, one for each DFS Region, who will focus strictly and full-time on day care facilities, in addition to the current 6.7 DFS FTEs allocated to day care licensing and registration work.	DFS Day Care Program Officer and Day Care Specialist and DFS Regional Administrators	October 1, 1993

4. Update the DFS licensing policy manual and complete basic training and policy training for all DFS licensing workers on day care licensing and the fundamentals of sound and creative licensing practices.	DFS Day Care Specialist, Training Officer and DFS Supervisors of licensing workers	November 30, 1993
5. Initiate a Get Well Child Care program for children with illnesses that keep them form attending regular day care programs.	DFS Day Care Specialist, Get Well Care Task Force	December 31, 1993
6. Cooperate with Montana DSRS in creating of a new computer system for child day care (payments, eligibility, certifications) and with the DFS CAPS computer system project to create a DFS system for managing day care and other DFS licensing activities.	DFS Day Care Program Officer and Day Care Specialist, CAPS Project director, DSRS day care staff	In accord with timelines in the day care work plan and the CAPS Project work plan
7. Create and hire a person for a new position, Licensing Program Officer in the Program Support and Special Projects Unit (to handle all children's services licensing policies and issues including day care licensing and registration), allowing the Day Care Program Officer and the Day Care Specialist to focus more on promoting quality day care and effective fiscal management of day care programs.	Bureau Chief, Program Support and Special Projects Unit	October 31, 1993

8. Assist the Governor's Child Care Advisory Council to implement their state child care plan and to meet their other advisory and advocacy duties for the improvement of the quality and accessibility of day care in Montana, in cooperation with all sectors of the Montana child care community.	Day Care Specialist and Day Care Program Officer; Bureau Chief, Family and Community Support Services Unit; Child Care Advisory Council; in collaboration with the participants in the Montana Early Childhood Collaboration Project and all other sectors of the child care community.	September 30, 1994
9. Fulfill DFS' role as lead agency for day care in Montana. Update and implement the Montana interagency agreement (DFS, DSRS, OPI, DHES) on child day care.	Day Care Specialist and Day Care Program Officer; Bureau Chief, Family and Community Support Services Unit	Update of agreement: October 1, 1993. Other duties: as specified in the interagency agreement and in the DFS day care work plan.

Objective 3-a: Montana will include provisions for the entire spectrum of youth in the corrections system from "at risk" youth to adjudicated offenders, in plans for development of the community corrections system.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. The numbers of youth in Pine Hills and Mountain View Schools will be reduced.	Administrator of the DFS Corrections Division, and Corrections Division staff	December 1, 1994
2. The Corrections Division will be regionalized in line with the rest of DFS, along with other changes making DFS corrections more community-based and integrated with other DFS programs and services.	Administrator of the DFS Corrections Division, the DFS Director and DFS Regional Administrators	In accord with the Corrections Divisions work plan, with completion by 1995

Objective 3-b: The DFS Corrections Division and the Program Management Division (a consolidation of the Protective Services Division and the Community Services Division) and the DFS Management, Planning and Support Services Division will coordinate, and to the greatest degree possible, plan jointly for all children, rather than individually to address the needs of discrete groups.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Corrections Division staff and Management, Planning and Support Services Division staff will be included in all planning sessions with the Program Management Division.	Administrative Officer, Corrections Division and appropriate others	On-going, as meetings are held
2. Corrections staff, including DFS Aftercare/Probation Officers, will become regionalized in line with the rest of DFS.	Administrator, Corrections Division	1995

3. The Corrections Division and the Program Management Division will coordinate to enhance the community and family support and foster care needs of youth leaving Pine Hills and Mountain View.	Corrections Division staff and PM Division staff of the Family and Community Support Services Unit and the Protection/Intervention Services Unit	September, 1994

Objective 4-a: DFS will implement the plan created by the agency task force on the information system (CAPS: Children and Adult Protective Services), following their time table and work plan.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. RFP for information system creation will be let, proposals received and contract signed -- and implementation will begin.	Director's office and the CAPS Project Director for the Management, Planning and Support Division and the CAPS Permanent Users Focus Group	September 9, 1993 and On-Going in accord with the CAPS Project work plan
2. Assure that the new CAPS system meets the new federal requirements for adoption and foster care data and for the NCANDS (National Child Abuse and Neglect Data System).	CAPS Project Director, the CAPS Permanent Users Focus Group and PM Division program officers for the adoption, foster care and CPS programs.	In accord with the CAPS Project work plan

Objective 4-b: DFS will train all staff on the use of the CAPS management information system so that maximum potential can be realized as quickly as possible after the system is in place.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Once the new CAPS management information system is implemented and workers are initially trained in its use, training should be developed which combines policy training, computer training and CAPS training. This should include updating the training at appropriate intervals.	CAPS Project Director and Administrator of the Management, Planning and Support Division, in collaboration with PM Division staff of the Program Support and Special Projects Unit	In accord with the CAPS project timeline and the DFS training plan

Objective 5-a: The DFS training plan will increase the knowledge, skills, qualities and values of staff and related service providers who are appropriate and necessary to implement and carry on the department's policies and services. Montana DFS will, as in years past, continue to use Title IV-E funds as a key funding source, among others, for DFS training.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. A staff training needs assessment is conducted.	Training Officer, PM Division program officers and the DFS Training Plan Task Force	October 31, 1993.
2. DFS training plan is written for over-all staff training.	Training Officer and PM Division program officers	October 31, 1993
3. DFS training plan is implemented.	Training Officer and PM Division staff	In accord with training plan timelines

Objective 5-b: DFS will continue and complete the process of implementing individual training plans for all staff, addressing the unique needs of each person and their work environment.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. The strengths and needs of each staff member will be assessed.	Each DFS supervisor will be responsible for assessing the needs of their workers, working collaboratively with PM Division staff	January 1, 1994
2. Individual training plans are written for each staff person.	Supervisors with staff	April 1, 1994
3. Training options identified and schedules developed.	Training Officer and PM Division program officers	June 1, 1994
4. Individual training plans are implemented.	Training Officer, in collaboration with all staff	On-going, in accord with individual and local office work plans

Objective 6-a: A Native American will be a member of each DFS regional advisory council.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Identify potential advisory council members from Native American communities and names submitted to chairpersons.	DFS Indian Child Welfare and Administrator, Regional Services Division	November 1, 1993
2. Potential members are contacted and asked to serve.	Administrator, Regional Services Division and Council	December 1, 1993
3. Appointments are completed.	Council chairperson, Regional Administrators, Director's Office	January 1, 1994

Objective 6-b: DFS will continue to clarify the relationship between state and tribal governments with regards to family services, with the constant intent to provide the best possible services with the least intrusion upon sovereignty.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Montana will create a long-term plan for delivery of services to Native American Children and Families to address: family preservation, reducing out-of-home placements and increasing permanency.	DFS Indian Child Welfare Specialist, other DFS Permanency Planning Program Officers in the PM Division, Governor's Coordinator of Indian Affairs, and State Team for Managing Resources Montana (aka "Managed Care")	March 30, 1994
2. The statewide Indian Child Welfare Conference will be held in Great Falls.	Indian Child Welfare Specialist and Training Officer	October 31, 1993
3. DFS will enter into three new agreements and contracts for IV-E services.	Indian Child Welfare Specialist	December 31, 1993
4. Each tribal government will be asked to submit an Indian Child Welfare Plan for those families for whom they are responsible.	DFS Indian Child Welfare Specialist and Tribal governments	April 1, 1994
5. DFS will entertain proposals for contracted services on the Blackfeet, Fort Belknap and Fort Peck Reservations.	DFS Indian Child Welfare Specialist and Tribal governments	May 31, 1994

Objective 6-c: Native Americans will be included in all DFS and inter-agency planning efforts for increasing the system of community-based, family-oriented services.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Positive Parenting "train the trainer" projects will be completed on all seven reservations.	Indian Child Welfare Specialist and Training Officer with training provider (contracted services)	May 1, 1994

Objective 6-d: DFS will continue to provide funds and support for recruiting and training Native American foster homes.

ACTION STEPS TO BE TAKEN	PERSONS RESPONSIBLE	COMPLETION DATE
1. Create and distribute a Native American foster parent recruitment RFP.	Administrator of the PM Division; Bureau Chief, the Protection/ Intervention Services Unit; the Foster Care Program Officer and the Indian Child Welfare Specialist	March 30, 1994
2. Training will be provided to all DFS staff who serve Native American Families on family preservation.	Training Officer, with contracted service providers	In accordance with training plan

PART III: BUDGET REQUEST/SUMMARY OF CHILD WELFARE SERVICES

Department of Health and Human Services
Administration for Children and Families

CWS-101
Approved through 9/3/95

ANNUAL BUDGET REQUEST FOR TITLE IV-B FUNDS

Submission:
[ ] New
[X] Revision

Fiscal Year 1994
October 1, 1993 through September 30, 1994

PART 1

State or ITO: MONTANA EIN: 810-30240274

ADDRESS:
Montana Department of Family Services
P.O. Box 8005
Helena, MT 69604

A. COMPUTATION OF FEDERAL GRANT AWARD	STATE	INDIAN TRIBAL ORGANIZATION
1) Total estimated Title IV-B expenditures:	3,507,510	
2) Total Federal Share:	1,211,809	
a) Allotment	1,211,809	
b) Reallotment		
c) Transfer from Foster Care (Title IV-E)		

Funds totalling more than the State's share of the $141 million allotment will not be released to the State unless the State meets the conditions of Section 427 of the Social Security Act.

B. CERTIFICATION BY STATE AGENCY

The State Agency or Indian Tribal Organization submits the above estimate and request of grant award under Title IV-B of the Social Security Act and agrees that the estimated expenditures will be made in accordance with the Child Welfare Services Plan, which has been jointly developed with the ACF Regional Office and has been determined to meet all the requirements of the Act, for the Fiscal Year ending September 30.

(Signature) Mark Dickson Administrator, Title IV-B Agency or Authorized Official, ITO	REGIONAL OFFICE APPROVAL
(Title -- please type) DIRECTOR	
(Date Submitted) August 26, 1993	DATE

STATE ANNUAL SUMMARY OF CHILD WELFARE SERVICES

OMB approval #0980-0047
Approved through 9/3/95

State of MONTANA for Fiscal Year 94: October 1, 1993 to September 30, 1994

PART II

SERVICES/ACTIVITIES	ESTIMATED EXPENDITURES BY PROGRAM ($ THOUSANDS)				ESTIMATED NUMBER OF CLIENTS TO BE SERVED (FY94)
	FEDERAL FUNDS			STATE, LOCAL & DONATED	
	(a) IV-B	(b) IV-E	(c) OTHER		
1) Preventive/Supportive Services, including Protective Services	404.16	392.75	327.24 {2 AND 3}	4,596.15 6,595.13 {2}	a) 15,063 {1: CPS} b) 420 {2: Youth Correctional Institutions}
2) Foster Care Maintenance Payments: a) Foster Family Care	81.4	793.52		2,855.38	(a) 2,525
b) Group/Institutional Care	190.0	1,851.54		8,995.89	(b) 1,300
3) Foster Care Services:	605.55	916.43		6,993.12	3,825 (= 3a + 3b)
4) Adoption: a) Subsidy		384.44		267.41	260
b) Medical Services for Adoption Assistance					
5) Admin/Management		112.12		1,271.45	
6) Day Care Related to Employment or Training for Employment	DFS manages the Child Care and Development Block Grant (CCDBG) and the At-Risk Child Care (ARCC/IV-A) programs, but these are not included in this chart.				
7) TOTAL	1,211.91	4,450.80	327.24 {2 AND 3}		NA (Duplicated counts among rows 1, 2 & 3

* Other Federal Programs (and Key to the note codes {...} used above).

{1} = CPS Services

{2} = Youth Correctional Institutions

{3} = ESEA Chapter I & II and USDA School Funds (State Office)

PRE-PLACEMENT PREVENTION AND FAMILY REUNIFICATION SERVICES
[FY94 UPDATE: 8/93]

PRE-PLACEMENT PREVENTION SERVICES:
The following pre-placement prevention services are available within each DFS region during FY94 (10/1/93 - 9/30/94).

- 24-hour emergency services
- Emergency shelter:
  - Receiving homes
  - Shelter care facilities
  - Spouse abuse shelters
- Child protective service investigations
- Case planning
- Case management of on-going CPS cases
- Child protective services day care
- Child Care and Development Block Grant Day Care
- IV-A At-Risk Child Care, AFDC Day Care and Transitional Day Care
- Managed Care System for SED youth: case management and treatment
- Home-based family preservation services:
  - Family-based services for placement prevention
  - Home attendant services
  - Family therapy
  - Individual and group therapy
  - Social services
  - Respite care
  - Training for parents
- Information/referral/follow-up:
  - Alcohol and drug counseling/treatment
  - Financial assistance
  - Handicapped children's services
  - Medical/health services
  - Planned parenthood
  - Legal services
- Volunteer programs:
  - Big Brothers and Sisters
  - Parents' Anonymous (and similar support groups)

2. FAMILY RE-UNIFICATION SERVICES:

The following re-unification services are available in each DFS region during FY94 (10/1/93 - 9/30/94).

- Foster care:
  - Permanency planning for life-long family ties
  - Voluntary placement
  - Court intervention
  - Residential treatment
  - Recruitment and training
  - Policy and standards
  - Judicial determination

- Case review systems:
  - Case plan
  - Periodic review
  - Dispositional hearings
  - Parental participation
  - Other procedural safeguards

- Adoption:
  - Recruitment and training
  - Public awareness
  - Exchanges
  - Subsidy
  - Policy and standards
  - Legal services
  - Post-adoption services:
    - * Searches
    - * Support groups